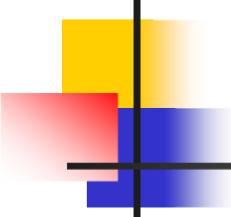


HOSPITAL OPERATING MARGINS
HOSPITALS WITH SIMILAR PAYER MIXES TO SAN JOSE MEDICAL
CENTER

2005

HOSPITAL_NAME	ACUTE OCCUPANCY	MEDICARE %	MEDI- CAL%	OTHER %	OPR MARGIN
PROVIDENCE HOLY CROSS MEDICAL CENTER	87.2%	40.0%	21.0%	8.9%	5.3%
DOCTORS MEDICAL CTR - SAN PABLO/PINOLE	41.4%	47.1%	23.8%	7.7%	-20.2%
SUTTER COAST HOSPITAL	44.8%	45.4%	19.0%	7.3%	5.2%
EASTERN PLUMAS HEALTH CARE	45.5%	42.7%	25.5%	7.3%	-4.3%
ANAHEIM GENERAL HOSPITAL	31.3%	46.8%	36.0%	7.3%	-5.5%
BARSTOW COMMUNITY HOSPITAL	44.5%	39.7%	22.8%	6.4%	24.92%
COLUSA REGIONAL MEDICAL CENTER	18.4%	45.2%	21.4%	6.3%	0.2%
SAN GORGONIO MEMORIAL HOSPITAL	80.2%	44.9%	19.8%	6.2%	-5.4%
CITY OF ANGELS MEDICAL CENTER	48.0%	42.0%	36.2%	6.2%	7.4%
DESERT REGIONAL MEDICAL CENTER	65.8%	45.2%	22.2%	5.4%	6.5%
BIGGS-GRIDLEY MEMORIAL HOSPITAL	53.7%	40.4%	35.5%	5.3%	-15.3%
LODI MEMORIAL HOSPITAL	74.5%	44.4%	25.9%	4.8%	7.4%
SHARP CHULA VISTA MEDICAL CENTER	76.7%	51.0%	21.0%	4.7%	1.0%
MARIAN MEDICAL CENTER	66.7%	46.6%	20.2%	4.2%	8.3%
SIERRA VIEW DISTRICT HOSPITAL	67.1%	41.0%	32.5%	4.1%	10.5%
NORTHRIDGE HOSPITAL MEDICAL CENTER	58.5%	38.4%	20.5%	3.7%	6.86%
NORTH BAY MEDICAL CENTER	43.8%	39.9%	26.0%	3.7%	-6.6%
SAN JOAQUIN COMMUNITY HOSPITAL	77.2%	44.1%	30.8%	3.6%	-4.6%
BROTMAN MEDICAL CENTER	21.9%	58.4%	19.4%	3.2%	-23.5%
RIDEOUT MEMORIAL HOSPITAL	50.9%	46.6%	19.3%	3.1%	5.1%
GOOD SAMARITAN HOSPITAL-BAKERSFIELD	69.8%	52.5%	36.0%	2.8%	-1.2%
PROMISE HOSPITAL OF EAST LOS ANGELES	25.9%	42.5%	48.1%	2.7%	-12.7%
CENTINELA FREEMAN REG MED CTR - CENTINELA	75.8%	50.2%	23.8%	2.6%	-2.0%
ENCINO TARZANA RGNL MC - ENCINO	62.8%	56.1%	20.2%	2.6%	-17.4%
KAWEAH DELTA DISTRICT HOSPITAL	76.1%	45.6%	22.1%	2.6%	2.7%
GLENDALE ADVENTIST MEDICAL CENTER	60.8%	45.2%	26.7%	2.4%	1.6%
UKIAH VALLEY MEDICAL CENTER - HOSPITAL DR	43.0%	37.0%	22.7%	2.4%	2.1%
ST. BERNARDINE MEDICAL CENTER	45.4%	45.3%	20.9%	2.2%	1.3%
GLENDALE MEMORIAL HOSPITAL & HEALTH CTR	62.3%	48.4%	28.9%	2.0%	0.5%
SUTTER MEDICAL CENTER - SACRAMENTO	67.3%	39.0%	23.1%	1.9%	11.0%
TEMPLE COMMUNITY HOSPITAL	32.9%	56.2%	29.8%	1.7%	5.9%
ST. JOSEPH'S MEDICAL CENTER OF STOCKTON	77.1%	46.8%	21.5%	1.6%	5.4%
LOS ANGELES METROPOLITAN MEDICAL CENTER	29.2%	41.8%	45.5%	1.5%	-8.5%
KINDRED HOSPITAL - MODESTO	25.0%	49.7%	23.7%	0.0%	-79.9%
TOTAL	57.9%	45.0%	23.9%	3.7%	2.6%
AVERAGE	54.5%	45.5%	26.2%	4.1%	-2.6%



**COUNTS OF PHYSICIANS LOCATED NEAR SJMC
DECEMBER 2004**

	Four Major Locations					
Total	25 N 14th	696 E Santa Clara	55 N 13th	725 E Santa Clara	Total at 4 Locations	% of Total
124	51	10	8	17	86	69%



Various Interests in SJMC Site

	Community	City	HCA
New Hospital	Yes	Neutral	No
Other Health Facilities	Yes	Yes	Neutral
Maximize Real Estate Value	Neutral	Yes	Yes
Revitalize Area	Yes	Yes	Neutral